

S E C R E T

DD/085-0966

7 JUN 1985

MEMORANDUM FOR: Executive Director

THROUGH : Deputy Director for Operations

25X1 FROM :
Chief/Career Management Staff

SUBJECT : New Language Incentive Program - Recommendation
for Waiver of Date of Program Commencement for
Some DO Employees

Jim.

1. As you already are aware, a revised Agency Language Incentive Program (LIP) was implemented on 26 May 1985. This new program provides increased financial rewards for foreign language achievement. A DO cable announcing the implementation date and the details of the new program was transmitted to all DO stations and bases on 6 April 1985.

2. It would appear that there has developed some misunderstanding regarding the new LIP among a number of DO employees who recently completed language studies and tested for achievement since 6 April. While the DO cable explaining the new program indeed was transmitted worldwide, its contents appear not to have been made clear to those students about to complete their language training until 8 May. Therefore, those employees who tested for achievement between 6 April and 8 May actually did not understand their option to test for achievement on or after 26 May in order to qualify for the increased financial reward for scoring three or above in reading, speaking, and understanding. Apparently a large number of these employees believed they were required to test for achievement without delay. When it became known to them that a testing delay of only a few days to a few weeks would have netted a substantial financial increase and that such a delay should have been one of their options, complaints were made through the Office of Training and Education, DO divisions, DO/CMS, and DO grievance system. Since 6 April, 57 language students were tested, and 26 qualified for achievement awards. Paying these awards at the new rate would result in a total increased cost of \$22,500.

3. In order to resolve the problem, the two most viable options for consideration are (a) stand by the 26 May 1985 date for full implementation of the new LIP as announced in the aforementioned DO cable, thus excluding from increased payments for

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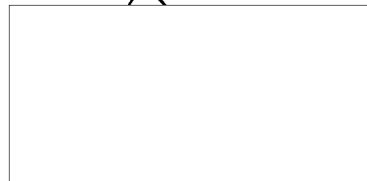
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achievement all students who tested and qualified prior to 26 May, and (b) include in the higher financial award category all employees tested and qualified on or after 6 April 1985. While the simplicity of the first option is justifiable and bureaucratically appealing, it undoubtedly would impact negatively on the morale of the DO employees who tested and qualified for achievement awards between 6 April and 26 May. The second option, while causing minor administrative problems, nevertheless offers management the opportunity to demonstrate flexibility and fairness to a group of DO employees, who either were uninformed or misinformed regarding the financial advantages and implementation date of the new LIP. For the record, it should be noted that rumors about the new LIP were circulating among language students for a period of time in late April-early May; however, no official notice concerning the new LIP and its implementation date was posted in the language school or otherwise made known to the students verbally by language school personnel until 8 May. The 26 achievement award qualifying students had been tested during the period 6 April - 8 May. Several of these students became aware of the contents of the new LIP and its implementation date prior to testing during the first week of May but tested anyway because they were advised incorrectly by a language instructor that they would be subject to the financial benefits of the new LIP regardless of the pre-26 May testing dates.

4. Based upon the foregoing, fairness would seem to dictate granting a test date waiver for the 26 qualified achievement award employees so that they can receive the increased financial benefits of the new LIP. The additional financial cost of their inclusion in the new LIP should not be a major consideration; rather, the resulting morale boost from such a waiver would be a very positive gain at the inception of the new Language Incentive Program. A waiver in these circumstances also would serve to reinforce among DO employees Agency management's firm belief that people are our most important resource, and their fair treatment is of paramount importance. Therefore, it is strongly recommended that a waiver of the New LIP implementation date be granted for the 26 achievement award qualified employees who tested in their foreign languages between 6 April and 26 May.

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CONCUR:

25X1 
Clair E. George

7/6/85
Date

APPROVED:

25X1 
13 JUN 1985
Date

25X1 ORIG: DO/GO 

(31 May 1985)

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